

SUBJECT: Staff Directions Audit update  
TO: Committee of the Whole  
FROM: Chief Administrative Officer

Report Number: CAO-01-25

Wards Affected: All

Date to Committee: N/A

Date to Council: N/A

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### **Recommendation:**

Receive for information Chief Administrative Officer report CAO-01-25 regarding a Staff Directions Audit update providing the findings and proposed path forward for managing outstanding staff directions.

**Executive Summary:** This report provides an update on the audit of staff directions initiated in alignment with [CL-25-24](#). The purpose of the audit was to enhance organizational clarity, ensure effective resource allocation, and align staff efforts with Burlington's [Vision to Focus \(V2F\) framework](#).

Of the 29 total staff directions reviewed, 12 have been completed, while 17 remain outstanding. The audit categorizes these outstanding directions into high, medium, and low priority to support efficient management and resource deployment. Key findings highlight progress on critical projects, the identification of delays, and path to completion.

### **Purpose of report:**

The purpose of this report is to:

- Present findings from the audit of staff directions, including status updates and categorization.
- Highlight alignment with V2F priorities.
- Recommend actions to address outstanding tasks and improve reporting processes.

### **Key findings:**

#### **Overview of Staff Directions**

- Total Staff Directions: 29
- Completed Directions: 12
- Outstanding Directions: 17

#### **Outstanding Directions Categorized by Priority**

- **High Priority:** 4
- **Medium Priority:** 6
- **Low Priority:** 7
- **Expired Directions:** 0

#### **Implications:**

There may be financial, staffing, legal, or other considerations related to the outstanding Staff Directions. These factors will be evaluated as work advances, and staff will continue to monitor developments and provide updates as needed.

# Information Report

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## Background

In November 2024, Council approved CL-25-24, directing staff to conduct a comprehensive audit of incomplete staff directions. The intent was to address concerns regarding inefficiencies, overlapping initiatives, and challenges in prioritization. The audit was structured to:

- Ensure alignment with strategic goals.
- Identify outdated or irrelevant directions.
- Categorize outstanding tasks based on urgency and impact.

The framework introduced in CL-25-24 outlined four categories—Critical/High Priority, Medium Priority, Low Priority, and Expired—alongside mechanisms for departmental review and collaboration.

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## Status

Following a review of the 29 total staff directions, 12 have been completed, leaving 17 outstanding. The directions have been categorized as follows:

### Complete Directions (12):

- **Motion Memo - Development and Implementation of City-Wide STA Compliance Program (CPRM-03-23, SD-20-23 to SD-24-23)**
  - **Completion Date:** By-law passed on January 14, 2025, with enactment on May 1, 2025
  - **Summary:** The City enacted a Short-Term Accommodation By-law (#01-2025) to regulate short-term rentals. This included provisions for licensing and compliance enforcement.
- **Former Robert Bateman High School Adaptive Reuse Update (EICS-02-23, SD-08-23)**
  - **Completion Date:** February 2024
  - **Summary:** [RCC-01-24](#) and [RCC-12-24](#) outlined engagement findings on the reuse of the Bateman site. Council has not finalized which amenities will be included, pending future budget approvals.
- **Motion Memo Regarding Resubmissions for Building Permits (PP-21-24, SD-14-24)**
  - **Completion Date:** November 7, 2025
  - **Summary:** Addressed through [BB-05-24](#) and a December 5, 2025, [supplementary memo](#). No further committee direction was issued.

- **Direction from Councillor Sharman Regarding Collaboration with Canada Mortgage and Housing Corporation (SD-15-24)**
  - **Completion Date:** November 7, 2025
  - **Summary:** Reviewed as part of [BB-06-24](#), with no additional committee action required.
- **City of Burlington Outdoor Patio Program (PL-05-24, SD-01-24)**
  - **Completion Date:** November 4, 2024
  - **Summary:** Requirements for the outdoor patio program were met under [PL-77-2024](#).
- **Council Remuneration (HR-09-24, SD-18-24)**
  - **Completion Date:** January 2025
  - **Summary:** December [HR-08-24](#) report presented findings, and recommendations were approved in [HRS-02-25](#).
- **Burlington's 25-Year Strategic Plan Refreshed (CS-08-21, SD-12-21)**
  - **Completion Date:** December 2024
  - **Summary:** [CS-09-24](#) outlined updates to the strategic plan. The next scheduled update to Council is in Q2 2025.
- **Adoption of Revised Proposed New Official Plan (PB-04-18, SD-7-18, SD-14-18, SD-15-18, SD-17-18)**
  - **Completion Date:** December 2, 2024
  - **Summary:** Council approved OPA2 but is awaiting provincial approval before implementing final refinements.
- **Proposed Major Transit Station Area (MTSA) Official Plan Amendment and Draft Community Planning Permit By-Law Public Release (PL-59-23, SD-43-23)**
  - **Completion Date:** June 18, 2024
  - **Summary:** Council approved the Community Planning Permit System (CPPS) in principle. Further refinements will occur after provincial approval of OPA2.
- **Motion Memo - Development and Implementation of City-Wide STA Compliance Program (CPRM-03-23, SD-20-23 to SD-24-23)**
  - **Completion Date:** January 14, 2025
  - **Summary:** Similar to the first item listed, as multiple staff directions related to the same implementation process.
- **Motion Memo - Development and Implementation of City-Wide STA Compliance Program (Duplicate Listings - CPRM-03-23, SD-20-23 to SD-24-23)**
  - **Completion Date:** January 14, 2025
  - **Summary:** Similar to the item above on the Short-Term Accommodation By-law (#01-2025) approval.
- **Motion Memo - Development and Implementation of City-Wide STA Compliance Program (CPRM-03-23, SD-20-23 to SD-24-23)**
  - **Completion Date:** January 14, 2025

- **Summary:** Similar to above, another instance of the approved by-law.

#### **High Priority Directions (4)**

- **New Zoning By-law Review (SD-23-22)** – Aims to modernize zoning regulations to align with long-term city planning objectives. Phase 1 is expected by Q3 2025, with further phases contingent on resolving Official Plan litigation.
- **Verbal Update Regarding ROPA 49 (SD-26-22)** – Ensures alignment with regional planning efforts and projected population/employment growth. Reports scheduled for late Q1 2025.
- **Digital Transformation and AMANDA Compliance (SD-20-23 to SD-24-23)** – Supports implementing technological improvements to enhance compliance and licensing processes. Aligns with the Short-Term Accommodation By-law, with ongoing work throughout 2025.
- **Fare-Free Transit Study (SD-19-24)** – Ongoing study to assess transit affordability for youth. A February 2025 report will evaluate a summer pilot program, with final recommendations incorporated into the Transit Business Plan (Q2 2026).

#### **Medium Priority Directions (6)**

- **Health Protection and Air Quality By-law (SD-25-22)** – Addresses public health and air quality regulations; requires Q4 2025 completion following collaboration with regional and provincial partners.
- **Civic Square and Brant Street Renewal Project (SD-13-24)** – A key urban renewal initiative supporting community engagement and sustainability; completion expected in Q1 2025.
- **Burlington Lands Partnership Update (SD-17-24)** – Supports long-term community planning and affordable housing strategies. Report expected by February 2025.
- **Process Review of Municipal Addresses (SD-10-24)** – Enhances municipal address management through interdepartmental collaboration; scheduled for Q4 2025.
- **Kenel/Pet Boarding Compliance & Licensing Regime (SD-27-23)** – Establishes a compliance framework to improve regulatory oversight; Q1 2025 public consultations, with the final report in Q2 2025.
- **Park Provisioning Master Plan (SD-18-23)** – Aligns with Vision to Focus (V2F) strategies for long-term recreation planning. Q4 annual updates ensure alignment with land dedications and development applications.

#### **Low Priority Directions (7)**

- **Bird Friendly City Resolution (SD-12-22)** – Supports biodiversity and sustainability goals but lacks statutory deadlines. Completion set for Q4 2025.
- **Range Burlington Planning (SD-09-24)** – A long-term planning initiative awaiting a Joint Venture redevelopment proposal. Expected Q3 2026.

- **Burlington School Safety and Mobility Committee (SD-28-23)** – Enhances school safety and transportation planning; no immediate statutory impact. Expected Q2 2025.
- **Urban Design and Streetscape Guidelines for Plains Road (SD-34-19)** – Supports urban planning; integrated with citywide design guidelines for Q2 2026 completion.
- **Character-Defining Precincts Review (SD-18-20)** – Cultural preservation initiative; contingent on Official Plan litigation progress (Q4 2026).
- **2020 Budget Staff Directions (SD-08-20)** – Addresses sustainable growth and urban livability; phased completion extending to Q4 2026.
- **By-Law Compliance Review (SD-26-21)** – Enhances compliance and enforcement capabilities; finalization expected in Q4 2025.

**Expired Directions (recommended for removal): 0**

Appendix A contains the chart provided by Legislative Services in December, outlining the outstanding Staff Directions at that time. Appendix B provides a comprehensive list of all outstanding Staff Directions, including details on the responsible division and additional rationale for their categorization.

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## **Key Dates & Milestones**

The audit and review of outstanding Staff Directions have followed a structured timeline to ensure transparency, alignment with Council priorities, and the efficient allocation of resources. Below are the significant dates and milestones associated with this process:

### **Phase 1: Initiation and Audit Framework (November - December 2024)**

- November 2024: Council approved CL-25-24, directing staff to conduct a comprehensive audit of incomplete Staff Directions.
- December 2024: Legislative Services provided an initial inventory of all outstanding Staff Directions (Appendix A).

### **Phase 2: Categorization & Departmental Review (January - March 2025)**

- January 2025: Staff initiated the review process, consulting with departments to assess progress, challenges, and resource needs.
- Council approved the Short-Term Accommodation By-law (#01-2025) on January 14, 2025, marking the completion of multiple related Staff Directions.
- February 2025: Updates will be provided to Council through committee reports on specific files, including fare-free transit for youth and housing-related initiatives.
- Workplans and revised timelines will be refined based on interdepartmental coordination.

- March 2025: Report on ROPA 49 implications scheduled for Council review to address future growth projections for Burlington and Halton.

### **Phase 3: Implementation and Reporting (April - December 2025)**

- Q2 2025: Updated zoning regulations (Phase 1) to be completed as part of the ongoing New Zoning By-law Review Project.
- Ongoing work to improve safety and mobility near schools, with completion anticipated by Q2 2025.
- Q3 2025: Staff to report back on progress regarding municipal address process improvements and engagement with external agencies.
- Continued monitoring of outstanding Staff Directions and implementation of necessary operational adjustments.
- Q4 2025: Scheduled completion of Health Protection and Air Quality By-law (SD-25-22) following coordination with regional and provincial partners.
- Final update for the year on outstanding Staff Directions to be provided, ensuring alignment with budget planning for 2026.

### **Ongoing Reporting and Future Considerations (2026 and Beyond)**

- Q2 2026: Completion of Urban Design and Streetscape Guidelines for Plains Road, aligning with broader city-wide design standards.
- Fare-Free Transit Feasibility Study findings will be incorporated into the Transit Business Plan, informing future transit policy and funding decisions.
- Q4 2026: Anticipated completion of the New Zoning By-law Review Project, contingent on provincial approvals and legal considerations.

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### **Implications**

There may be financial, resource, legal, or other implications associated with the outstanding Staff Directions; however, these will be determined as the work progresses. Staff will continue to assess potential impacts and provide updates accordingly.

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### **References**

[BB-05-24](#) – Resubmissions of Building Permits  
[BB-06-24](#) - Collaboration with Canada Mortgage and Housing Corporation (CMHC) to ensure alignment in housing start data  
[CL-25-24](#) - Staff directions audit  
[CS-09-24](#) - Update on organization's strategy and business planning process  
[HR-08-24](#) - 2024 to 2025 group benefits renewal  
[HRS-02-25](#) - Council Remuneration

[PL-77-2024](#) - Seasonal outdoor patio program update

[RCC-01-24](#) - Robert Bateman Community Centre community engagement sessions and outline next steps

[RCC-12-24](#) - Live and Play Plan – recommendations for future recreation infrastructure needs

Pipeline to Permit Committee [Supplementary Memo](#) - PP-27-24 Resubmission of Building Permits – Additional Data

[Vision to Focus \(V2F\) framework](#)

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### **Strategic Alignment**

- ☐ Designing and delivering complete communities
  - ☐ Providing the best services and experiences
  - ☐ Protecting and improving the natural environment and taking action on climate change
  - ☒ Driving organizational performance
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### **Author:**

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### **Appendices:**

- A. December 2024 Chart of Outstanding Staff Directions
- B. Categorization and Prioritization of Burlington Staff Directions

### **Notifications:**

N/A

### **Report Approval:**

All reports are reviewed and approved by the Commissioner, Head of Corporate Affairs, Chief Financial Officer, and Commissioner of Legal and Legislative Services/City Solicitor.